

**SAINT PAUL ECONOMIC DEVELOPMENT PARTNERSHIP**  
**2008-2009 ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN PROGRESS REPORT MATRIX**

**PED Staff Contacts for this Report:**

Ellen Muller, Economic Development Manger  
651-266-6605  
[ellen.muller@ci.stpaul.mn.us](mailto:ellen.muller@ci.stpaul.mn.us)

Natalie Fedie, Marketing and Media Relations Manager  
651-266-6549  
[natalie.fedie@ci.stpaul.mn.us](mailto:natalie.fedie@ci.stpaul.mn.us)

Though the objectives of most economic development plans at their most fundamental level are job creation and wealth enhancement, much of how those objectives are achieved occurs outside of the influence of government. Businesses/organizations create jobs. Educated and skilled residents earn wealth. However, the public sector does play a critical role in ensuring that the conditions for job creation and economic self-sufficiency are present. By creating a climate conducive to growth, through a set of focused strategies and initiatives the City of Saint Paul and its economic development partners can achieve their broad economic development objectives. In today’s global economy, economic development and business retention are grounded in safe streets, high quality of life amenities, reasonable taxes, good schools and an equal opportunity for success.

***Rely on Partnerships to Leverage Limited Resources***

Saint Paul is fortunate to have a strong tradition of collaboration among various sectors and institutions. This two-year plan is ambitious and requires all stakeholders to work together, sharing responsibility for achievement of the objectives. The established formal partnership among the City, Saint Paul Port Authority, Capital City Partnership, Saint Paul Riverfront Corporation and Saint Paul Area Chamber of Commerce, (“the Partnership”) is essential to achieving the economic development objectives outlined in this plan, along with scores of other partners including colleges, training institutions, community development corporations, ethnic business groups, among others. Marketing and communications efforts associated with implementation of this plan will be provided by collaborative working groups of the economic development partners.

**BUSINESS RETENTION AND EXPANSION**

*The primary strategy for fostering economic growth in Saint Paul will be to nurture “high road” businesses, industries and clusters – those which compete on the basis of high quality rather than low cost – with the intention of creating, attracting and retaining more and better jobs for Saint Paul residents.*

*This premise assumes patience, commitment and focus on the part of the partners and understanding that the role of the public sector is limited. It requires a shift away from providing tax breaks and subsidies toward an emphasis on economic opportunity and innovation. It emphasizes Saint Paul’s strengths.*

Action Step	Responsible Partner/Staff Lead	2008/2009 Outcome/Measure	Progress To Date
<b>Business Retention Visits</b> The Partnership will conduct business retention visits to strategically selected major employers, “gazelle” businesses, “cluster” businesses and other firms identified by the Partnership. Among other firms, these visits will target many of the largest Saint Paul employers as well as small and minority owned businesses.	<b>The Saint Paul Area Chamber of Commerce will lead</b>  <b>Susan Kimberly</b>  <b>Michael Belaen</b>	The Saint Paul Area Chamber will complete 100 business retention visits including: 50 visits to St. Paul’s largest employers and 5-10 visits to minority owned businesses.	2008 Visits to Date: 98 2009 Visits to Date: 25 Minority/Women Business Enterprises: 11 Saint Paul Employers with 50+ Employees: 30

<p><b>Rapid Response Team</b>  <b>A.</b> The Directors of the Capital City Partnership (CCP) and PED will be notified by the Partnership of critical business retention issues and will jointly determine action steps.</p> <p><b>B.</b> The Capital City Partnership will create a team of CEO-level individuals who will be available to quickly respond to critical issues identified during business retention visits and other similar conversations. This team will be empowered to take appropriate action in order to alleviate the concerns identified.</p>	<p><b>A. PED - Ellen Muller</b></p> <p><b>B. The Capital City Partnership - John Labosky</b></p>	<p>A. PED and the Capital City Partnership will establish and implement a coordinated rapid response strategy within 24 hours of notification of a business issue. Key staff contacts are John Labosky and Ellen Muller</p> <p>B. The rapid response CEO team will contact the company within 24 hours of notification. The CEO team will meet within 3 weeks of notification or at the recommendation of the company.</p>	<p>2008 Rapid Response Team is made up of Capital City Partnership Executive Committee. Ad hoc members from the CCP board are pulled in as needed. The strategy was utilized with Major Business Recruitment/Relocation of (4) companies &amp; (2) companies for Business Retention</p> <p>2009 protocols were reviewed by the Development Cabinet in January to fine tune to process to ensure continued effectiveness. The process has been deemed internally efficient and externally effective and successful as a retention and recruitment tool. The Relocation/Recruitment strategy has been used with (2) major businesses in the first half of 2009.</p>
<p><b>Annual Business Survey</b>  The Partnership in association with others, e.g., the University of St. Thomas, Saint Paul College, Minnesota State Colleges and Universities, etc. will conduct an annual business survey to identify concerns and trends in the Saint Paul business community.</p>	<p><b>The Saint Paul Area Chamber of Commerce - Susan Kimberly</b></p>	<p>The Chamber will complete this survey in conjunction with the Partnership by December 1, 2008.</p>	<p>Spring 2009: The Chamber has recently met with Metropolitan State University to discuss plans for building and administering a survey. The conversations led to an RFP process whereby the Chamber and the University sought proposals on data collection. The proposals were high and both parties are exploring alternative options to reduce cost.</p>
<p><b>Downtown Demographic Data</b>  The Capital City Partnership will provide information on employer/employee, visitor and resident demographic profiles including: age, income behavior patterns, spending habits and other information.</p>	<p><b>The Capital City Partnership will complete the profile report. Sarah Fossen</b></p>	<p>The demographic profile report will be completed by December 1, 2008.</p>	<p>Capital City Partnership published the Downtown Demographic Study &amp; Visitor Profiles in their 2008 Annual Report. The Downtown Demographic portion of the data is now 3 ½ years old and should be updated. CCP &amp; PED staff reviewed the profile and have made critical updates to the demographic information, although a complete survey should be done in the next 2 years depending on funding availability.</p>
<p><b>Redesign the Business Resource Center</b>  Through a redesign of the City's Business Resource Center, the City will offer small, women and minority owned and other businesses easier access to a broader set of resources to address their needs and assist in their growth. The redesign will include consideration of establishing a business concierge and reflect recommendations from the streamlining process discussed below.</p>	<p><b>PED - Ellen Muller w DSI, Library, CDC's</b></p>	<p>Recommendations will be completed by December 2008.</p> <p>Research indicate multiple resources provided through local nonprofits, business associations, chambers, colleges &amp; universities, St. Paul Public Library, State of MN DEED office and was determined we do not need to duplicate service but rather market the services already in place.</p>	<ul style="list-style-type: none"> <li>• Business Resource matrix has been updated and made available to CDC's and the Central Corridor Collaborative</li> <li>• The City website Business Resource page has been updated to market the broad range of services available and links to appropriate organizations providing such services. Updates will be continual and ongoing.</li> <li>• Information meetings scheduled with PED staff and Small Business Resource providers throughout the City to ensure we are utilizing the full services offered by these providers.</li> </ul>

<p><b>Back Street Cluster</b> The Partnership will develop a strategy to support “back street” industries and will inventory and assess potential “back street” industries and ensure that policies protect these industries from undue regulatory burdens.</p>	<p><b>PED - Amy Filice</b></p>	<p>The “back street” cluster analysis will be completed by December 2008.</p>	<ul style="list-style-type: none"> <li>• <b>May, 2007:</b> Analyzed the potential for developing a program to make automotive services more environmentally and economically sustainable.</li> <li>• <b>Summer, 2008:</b> Raised the issue of adopting a policy calling for “no net loss of industrial land” in the Land Use Plan Chapter of the Comprehensive Plan (the Planning Commission considered it but decided not to).</li> <li>• <b>November, 2007:</b> Hosted a presentation to PED and DSI staff by a developer of automotive service condominiums in California.</li> <li>• <b>January, 2009:</b> Completed an <i>Interim Back Streets Cluster Report</i> that identified best practices, outlined potential strategies, and estimated staff and financial costs.</li> <li>• <b>April, 2009:</b> Principal Planner provided Actions Steps supporting the Back Street Cluster. Plan includes study of employment data (3 Q 09); industrial uses zoning (mid 2010); review of job-producing uses permitted in Traditional Neighborhood and Business Zoning Districts (2Q 09); and a West Midway Industrial Area Study (4Q 09-mid 2010).</li> </ul>
<p><b>Downtown Healthcare Sector</b> Partnership will facilitate the growth and success of the downtown healthcare sector by determining land use and/or other expansion/retention needs of major hospitals in downtown; helping manage land use issues that may arise due to planned facility expansions; determining real estate development opportunities, business &amp; vendor opportunities; facilitating collaboration among hospitals; continuing to explore equipment financing; and determining workforce/job training needs.</p>	<p><b>PED – Ellen Muller</b></p>	<p>Develop a strategy by December 2008</p>	<p>Strategy developed and approved by PED Director 12/08. Present Strategy to ED Partners for adoption 1/09. 2009 Activities include:</p> <ul style="list-style-type: none"> <li>• Research other cities hospital-based development strategies</li> <li>• Interview (6) major healthcare facilities to discussion opportunities for expansion, business &amp; v end recruitment, job growth, workforce housing &amp; to foster collaboration between hospitals.</li> <li>• Coordinate with the Office of Finance regarding potential equipment financing.</li> <li>• Coordinate with the Mayor’s Office regarding Mayoral contacts with hospital administrators.</li> <li>• After meeting with Hospital representatives meet with key community representatives about future planning issues.</li> <li>• Meet with developers/brokers to explore development opportunities.</li> <li>• Collaborate with ED Partners regarding marketing downtown to potential vendor companies and healthcare providers.</li> <li>• Lunch meetings between hospital administrators and Ellen Muller and Patty Lilledahl</li> </ul>

**BUSINESS ATTRACTION**

- The Partnership intends to be strategic in its business attraction efforts and will target and concentrate its efforts on:*
- *Sectors with the greatest potential for job creation based on the City’s existing industry strengths, i.e., healthcare, life sciences, manufacturing and governmental support.*
  - *Industries less likely to be outsourced, i.e., the so-called “high road” industries.*
  - *Industries which benefit by City actions to create a climate for growth and investment in its human, physical and cultural infrastructure.*

Action Step	Responsible Partner	2008/2009 Outcome/Measure	Progress To Date
<b>Life Science</b> The Partnership will develop a plan to leverage investment already made in the University Enterprise Laboratories (UEL) and convene a private sector task force to evaluate opportunities for UEL spin-offs.	<b>PED - Cecile Bedor</b>  <b>Ellen Muller, Craig O’Brien</b>	PED will send letters to UEL tenants and meet one UEL tenant per month. Inventory UEL businesses and create data base by December of 2008. Inventory existing MENLO Park businesses and create data base by the first quarter of 2009 and meet one Menlo Park business per month. PED will partner with the Port Authority to identify bioscience space needs by October 1, 2008. PED will work with the Bio Business Alliance, Port Authority and Minneapolis to determined St. Paul’s role within a regional strategy and complete the analysis by December of 2008. PED will determine the feasibility of investment in future UEL phases by the first quarter of 2009. PED will identify and meet with 3 venture capital firms; one per quarter in 2008.	<ul style="list-style-type: none"><li>• Met with UEL Tenant Managers &amp; identified top 6 companies likely to outgrow UEL space.</li><li>• Developed data base &amp; mailed letter to all tenants introducing our services and offering to help identify future space needs should they out grow current space.</li><li>• Made contact with 6 top companies identified above.</li><li>• Met with 1 company in 2008 and connected them with possible Menlo Park space.</li></ul> 2009: <ul style="list-style-type: none"><li>• Followed up with all UEL tenants to ensure their space needs are being met.</li><li>• Meeting with companies interested in exploring future growth needs that can’t be met at UEL.</li><li>• Tour Menlo Park bldg and get introduced to the businesses there.</li><li>• Develop analysis &amp; strategy for recruitment with Port.</li><li>• Identify &amp; meet with 3 venture capital firms</li></ul>

<p><b>Hi Tech and Green Manufacturing</b> The Port Authority will lead efforts to recruit and grow green manufacturing and high tech manufacturing firms. The City will continue to recognize the importance of the manufacturing sector and ensure that City policy, especially land use, is supportive of this cluster. The Port will market industrial redevelopment sites and provide technical assistance to manufacturers regarding financing, workforce, site selection and industry opportunities.</p>	<p><b>The Port Authority – B Kyle</b>  Mayor’s Office – Anne Hunt  PED - Kurt Schultz</p>	<p>The Port will participate in a manufacturing association to increase awareness and create marketing opportunities.</p> <p>The Port will conduct 3 meetings per month (36 meeting in CY 2008) with manufacturers.</p>	<ul style="list-style-type: none"> <li>• Port sits on 2009 Green Mfg Initiative Committee – which marketing of and to green manufacturers.</li> <li>• Port is engaging community process to develop a vision of green development on 3M redevelopment site.</li> <li>• Port continues to serve on board of MPMA.</li> <li>• Port is marketing Saint Paul industrial sites to manufacturers via MPMA magazine (readership of 8000, majority are MN companies focus on emerging technology.)</li> <li>• Port contacted an average of 6 meetings with manufacturers per month in CY2008. 2009 goal: 3 meetings with manufacturers per month.</li> </ul>
<p><b>Ethnic Businesses</b> Recognizing the shifting demographics of the region, Saint Paul will develop a strategy to attract and support the growing ethnic clusters in the City. The City will explore obtaining foundation assistance to support a new program to utilize the business and professional experience of recent immigrants. Through its Minority Business Development and Retention (MBDR) program, the City will continue to increase Minority Business Enterprises (MBE), Women Business Enterprises (WBE) and Small Business Enterprises (SBE) participation in business opportunities generated by PED and the HRA. Entrepreneurial counseling, business planning and marketing, mentorship opportunities, and wealth building/homeownership equity for business start up counseling etc. will be provided as well as seminars, etc.</p>	<p><b>PED will lead until Department of Human Rights and Equal Economic Opportunity branches off PED</b>  <b>Expected Transition: 1 Q 2009</b>  <b>Readus Fletcher,</b> <b>Angela Burkhalter</b></p>	<p>Provide counseling to 500 businesses. Provide ethnic marketing seminars to 275 businesses. Engage 6 CDCs to provide contracted services. Serve 220 individuals and families with Access Saint Paul. Provide homeownership counseling, foreclosure prevention and home rehabilitation assistance.</p>	<ul style="list-style-type: none"> <li>• MBDR has physically moved into City Hall and now a division of the new Department of Human Rights and Equal Economic Opportunity. Staff is participating in the development of a newsletter as a transparent outreach tool. The newsletter and MBDR reports will become available thru the GovDelivery subscription service by early July 2009.</li> <li>• Business Counseling provided to 694 Businesses.</li> <li>• Ethnic Marketing Seminars provided to over 100 businesses: First of 3 seminars is completed. Second seminar scheduled for 6/17/09. 2008: Engaged 27 Professional Service Providers we call Community Partners. The numbers include 8 CDC’s or Associations. 2009: Year to date, 16 Professional Service Providers have been engaged. The numbers include 8 CDC’s or Associations.</li> <li>• Access Saint Paul 2008 has created the groundwork for opportunities in 2009. Projections include capacity building, technical assistance and workforce with the partnerships of Al McFarlane Media Interest, the Kandu Group, Summit Academy OIC’s H.I.R.E. and the AHANA –African, Hispanic, Asian, and Native American - Project. A quarterly Citywide outreach collaborative.</li> </ul>

			<ul style="list-style-type: none"> <li>2009 Mid Year: Monthly meetings/conference calls include the Riverview Economic Development Agency (REDA), Selby Area CDC, Neighborhood Development Corporation (NDC) the Cultural Wellness Center – Economic Development Division (East Side) and the East Side Neighborhood Development Corporation (ESNDC). Full results available in MBDR PED updates.</li> <li>Access to STAR Funding has been an asset as some of the CDC's now have additional resources storefront improvements. Most of the CDC's have a micro-loan fund and welcome the outreach opportunity from the City Council, Staff and Mayors Office focused on each corridor or section of the City.</li> <li>Town Hall type of outreach meetings with CDC's and Businesses begin Mid-July and include radio outreach via ethnic media.</li> <li>2008 15% Quarterly Report Card = “Completed Projects” \$32,259,668 represents 12.61% (MBE 3.49%, WBE 3.86%, SBE 5.26% “Projects In Progress” \$19,114,022 represents 7.73% (MBE 2.37%, WBE 2.36%, SBE 3%)</li> </ul>
<p><b>Metro MSP Regional Economic Development Website</b>  The Partnership will participate in a public private collaborative to establish a GIS based regional/11 County economic development website that can be used by business locators, governmental agencies and real estate professionals. PED will serve on the steering committee, PED and the Port Authority will serve on the stakeholder committee.</p>	<b>PED - Marie Franchett</b>	PED will participate on the Metro MSP Steering and Stakeholder Committees and facilitate communication about Metro MSP with the ED Partners.	<p>Since the launch in May 2008 through March 2009, MetroMSP.org generated 194,741 page views including activity on both segments of the website (MetroMSP and MSPProspector). Over this 11- month period, the website generated an average of 7,704 page views per month or 583 page views per day. <b>July 1, 2008 – April 10, 2009.</b> Compared to Denver, another May 2008 start-up, MetroMSP's website generated 425% more page views and 34.2% more unique visitors. <b>Website users created 10,986 demographic,</b> consumer expenditures, business and workforce, employment, and wages <b>business reports from the Prospector side of the website in the 11 months studied: approximately 33 per day.</b></p>

			MetroMSP initiated discussions with DEED about the need for statewide compatible ED data base systems. Upgrades and transit overlays were incorporated in Spring 2009.
<b>Other Business Attraction Visits</b> PED and the Development Cabinet work together to recruit top businesses into the City. Protocols for the Rapid Response Team are used to gather the stakeholders and present to the business the desire to have them part of our business community.	<b>PED – Ellen Muller</b> <b>CCP – John Labosky</b>	PED will coordinate key stakeholders to offer the best site, terms and incentives possible for these corporations.	2008 Rapid Response Team is made up of Capital City Partnership Executive Committee. Ad hoc members from the CCP board are pulled in as needed. The strategy was utilized with Major Business Recruitment/Relocation of (4) companies & (2) companies for Business Retention. The Relocation/Recruitment strategy has been used with (2) major businesses in the first half of 2009.

**INVEST SAINT PAUL AREA INITIATIVES**

*Building on the Invest Saint Paul Initiative, the City will work with neighborhood community development corporations (CDCs) in Invest Saint Paul areas to support micro-entrepreneurs, business growth and strategic redevelopment.*

Action Step	Responsible Partner	2008/2009 Outcome/Measure	Progress To Date
<b>Business Outreach</b> Organize an outreach and marketing effort to provide enhanced access to capital and technical assistance in support of area micro-entrepreneurs.	<b>PED will lead – Tom Sanchez, Ellen Muller</b>  <b>With Port Authority</b>	PED will meet monthly with business associations and neighborhood CDCs to coordinate outreach and marketing activities and offer assistance to businesses for development of business plans (4 per month).	Ed Project Team meets with neighborhood CDCs each month. PED updated Commercial Vacant Building Program established in 1989 in order to offer access to capital to key commercial corridors within the City. Review completed and funding for program is being sought.  Port Authority has been actively participating in these efforts, particularly in the North End. Commercial properties have been inventoried, regular meetings are held with PED team members and neighborhood CDC's to plan site assembly, re-use, and business outreach efforts. Port remains available for similar participation on the East Side.

<p><b>Economic Analysis</b> Conduct a comprehensive analysis of economic development in neighborhood commercial corridors. The analysis will identify operating businesses as well as vacant and underutilized properties.</p>	<p><b>PED will lead – Tom Sanchez</b> <b>Craig Blakely, Amy Filice</b> <b>Port Authority -</b></p>	<p>Work with the CDCs to inventory all vacant and for sale buildings by December 2008. Work with the neighborhood organizations to review the viability of current commercial space and potential for clustering at key nodes. Work with the CDCs to assess the viability of reuse of vacant structures (4 per month). PED will work with existing businesses to assess their buildings’ conditions and develop improvement ideas (4 per month). Work the CDCs and business associations will assess the need for common parking opportunities and development (4 per year).</p>	<ul style="list-style-type: none"><li>• Vacant Commercial buildings are being analyzed and evaluated for functional and economic obsolescence along Payne Ave. PED is working to grow new and stabilize and/or expand existing businesses. Consultant has been selected for this analysis.</li><li>• PED &amp; CDCs were involved in improving 22 buildings &amp; acquiring 11 properties.</li><li>• Parking consultant was hired for parking study along Payne Ave to identify marketing opportunities &amp; changes. Study completed and findings presented to Payne Ave businesses for input re what business owners would like to see improved on Payne Ave. Next Step: Coordinate parking study with building evaluation to determine action steps. ESNDCC seeking funding to upgrade existing parking lots and to create new parking agreements and options. (STAR application pending)</li><li>• North end Business Association (NEBA) has completed their vision and Sparc has completed their workplan. Rice Street Development Team (Sparc, D6 Councilmember, and PED) have completed the initial analysis of the properties on Rice Street. However, this is an ongoing analysis and doesn't include inside evaluation of the properties.</li><li>• Working with (8) other business on expansion, parking &amp; façade improvements along major ISP commercial corridors.</li><li>• Port customers in the various communities have been identified. Target communities are the East Side and North End.</li><li>• Retention visits are made to these companies to make them aware of business services available should they need them.</li></ul> <p>Full report available under the ISP Report under <u>Neighborhood Commercial Corridors</u> Section</p>
--	--	--	---



<b>Strategic Acquisition Plan</b> PED, in cooperation with our partners, will plan for the strategic acquisition of properties to support implementation of the central corridor development strategy, which includes the World Cultural district initiative, and will support redevelopment efforts in the Invest St. Paul target areas.	<b>PED will lead -</b> Patty Lilledahl  <b>Bruce Corrie, Concordia</b>	By December of 2008, two to three properties will be identified for potential acquisition.	The Central Corridor Development Strategy calls for a World Cultural district. Sites have been preliminarily scoped and viability of project is underway. Branding the World Cultural district on University between Rice & Snelling is desired. Funding for streetscape improvements is being sought for along the entire corridor with a desire to further brand the World Cultural District with street banners.
<b>Progress Report</b> A comprehensive progress report and executive summary on city-wide Invest Saint Paul activities from April 2007 – September 2008 will be released to the public in early January.	<b>PED will lead – Natalie Fedie</b>	The report will include activities funded by the \$17M PED work plan as well as data from other City Departments.	Significant City-wide investments have been made in Invest Saint Paul neighborhoods and will continue through 2009. The Comprehensive 2007-2008 Report was completed in January 2009.

STREAMLINING THE DEVELOPMENT PROCESS

A smooth development and permitting process is key to facilitating investment. The private sector responds best when the rules are clear, are consistently applied and efficiently implemented. Inconsistent, confusing and overly detailed processes cause delays, raise costs and discourage investment.

Action Step	Responsible Partner	2008/2009 Outcome/Measure	Progress to Date
<b>Formalizing the ED Function.</b> Hire a lead ED staff person to lead Economic Development initiatives and collaborate with our economic development partners.	<b>PED - Cecile Bedor</b>	PED hired an Economic Development Manager in June of 2008.	Economic Development Manger hired Workplan and progress is included in activities of this report.
<b>Streamlining the Process.</b> Convene a panel of private sector experts in business process to examine the City’s development approval process, including the credit review process and the DSI review, and develop recommendations to streamline the approval processes.	<b>PED will lead – Ellen Muller, DSI</b>  <b>St. Paul Area Chamber of Commerce</b>	The Panel will be convened, and an analysis of the credit review and DSI review process will be completed, and recommendations will be determined by the first quarter of 2009.	Initial discussions have been held between PED, the Chamber, and DSI. The Business Review Council was established and is addressing major business concerns pertaining to licensing, permitting, zoning.  Next Steps: Convene developers who have experience with City process and can offer constructive feedback.  Outline all processes and possible funding sources in a clear concise manner and update this information on City website.

**WORKFORCE DEVELOPMENT**

*An educated and skilled workforce is one of the most important factors in an area's ability to attract businesses and help an area grow and prosper. Job creation efforts have the greatest impact on the economic condition of the community when the jobs created can be filled by unemployed or underemployed local residents. Building the skills of our most competitive asset---our human capital---is critical for success. The partnership will support the efforts listed below.*

Action Step	Responsible Partner	2008/2009 Outcome/Measure	Progress to Date
<b>Enhance PK-12 Education</b> Saint Paul will continue to develop initiatives designed to prepare our future workforce, including early education scholarships for high quality early learning experiences; Second Shift positive youth development opportunities; promoting college access and providing resources to meet this via libraries and recreation centers.	<b>Mayor's Education Initiative – Vallay Varro</b>	<b><u>Scholarship Project Goal:</u></b> 300 hundred children will be deemed eligible to receive scholarships and or allowances.  <b><u>Program Outputs</u></b> <ul style="list-style-type: none"><li>• Parent mentors, prenatal to age 5</li><li>• Scholarships for low income children to attend ECD program at age 3 or 4</li><li>• ECD program rating and monitoring</li></ul> <b><u>Short term Outcomes</u></b> Child <ul style="list-style-type: none"><li>• At age 3 or 4 participating in high quality ECD program</li><li>• At developmental norm or above for social-emotional and cognitive skills</li></ul> Parents <ul style="list-style-type: none"><li>• More enriching interactions with children</li><li>• Active in child’s development and education, including selecting high quality EC program</li></ul> Programs <ul style="list-style-type: none"><li>• Improved ECD program quality</li><li>• Increase supply of high quality ECD programs</li></ul> <b><u>Second Shift:</u></b> 30+ Parks and Rec Centers will have a “No School Day Program” in place for Saint Paul school release days and the City residents have come to expect it. These No School Days will be intentionally linked to the Saint Paul School District in terms of outreach, staffing, funding and in-kind donations.	Setting stage for city-wide after school system & defining vision of youth success in 21 <sup>st</sup> Century.  VISTA 2007-2008 Outcomes: <ul style="list-style-type: none"><li>• Connected over 1,100 families to kindergarten readiness resources</li><li>• Recruited and coordinated over 10,000 community volunteers who provided over 84,500 hours of support to young people &amp; organizations</li><li>• Created &amp; maintained 168 community partnerships</li><li>• Coordinated programs &amp; supported volunteers that prepared over 750 students for post-secondary educational opportunities and the workforce</li><li>• Generated \$62,625 in cash donations and \$110,380 in in-kind donations.</li></ul> Early Childhood 2008 Outcomes: <ul style="list-style-type: none"><li>• Launched Saint Paul Early Childhood Scholarship Program in Frogtown &amp; North End neighborhoods enrolling 495 children.</li><li>• City Pre-K Allowances program enrolls 437 children across the city.</li><li>• Partnered with Parent Aware Rating System in include over 60 early care and learning programs who have been rated at a 3 or 4 star.</li><li>• Blast off to K site received 41,656 hits from parents and community members seeking transition to kindergarten advice &amp; information and 5000 backpacks distributed</li></ul>

		<p><b><u>Resource Center Goals:</u></b></p> <ol style="list-style-type: none"> <li>1. Increase the meaningful <i>access to information</i> about educational opportunities beyond high school</li> <li>2. Engage youth in postsecondary planning by <i>building relationships with trusted individuals</i></li> <li>3. Increase the number of Saint Paul graduating high school students <i>attending postsecondary</i> educational opportunities</li> </ol> <p>Open up 3 pilot community based college access resource centers in the city.</p>	<p>Second Shift 2008 Outcomes:</p> <ul style="list-style-type: none"> <li>• Provided 10 weeks of free summer camp through East Side Learning Collaborative at Dayton's Bluff Rec Center serving 1000 kids.</li> <li>• Provided 12,000 Circulator rides on the West &amp; West Side Circulators.</li> <li>• Launched year-round Circulator route on East Side.</li> <li>• Setting stage for city-wide Circulatory expansion.</li> <li>• No School Day programs serving over 4,600 young people.</li> <li>• Youth Link Saint Paul (Virtual One Stop) has been accessed 59,263 times.</li> <li>• College Access/Doorway Centers are active in (2) neighborhoods: Dayton's Bluff Rec Center &amp; Sun Ray Library.</li> </ul>
<p><b>Increase Post-Secondary Educational Achievement</b> The City will promote greater linkages and seek more affordable efforts to connect residents to the array of post secondary institutions located in and around Saint Paul through "The Power of You" and other efforts. Further, the Mayor has convened a working group of representatives of k-12, higher education systems and institutions to create a framework for community-based college access and workforce preparation centers in Saint Paul libraries and recreation centers.</p>	<p><b>Mayor's Education Initiative Vallay Varro</b></p>	<p><b><u>Education Roundtable Goals:</u></b> Identify concrete strategies and objectives regarding several issues including:</p> <ul style="list-style-type: none"> <li>▪ Academic rigor</li> <li>▪ accessibility/affordability</li> <li>▪ retention in postsecondary</li> <li>▪ "opt-out" idea as a HS graduation requirement</li> <li>▪ setting bold and explicit goals</li> </ul>	<p>Convened Mayor's Education Roundtable to endorse Post Secondary Preparedness, Access &amp; Success Goals. Goals are established and will develop a 5 year strategy formalized by Feb '09. Doorway Centers open up in Sun Ray Library and Dayton's Bluff Rec Center and received over 1000 visits.</p>
<p><b>Promote Access to Technology</b> Information technology has revolutionized the workforce. Nearly all workers today must be equipped with basic computer skills. The City and the Ramsey County Workforce Investment Board will work to create a partnership of private sector firms to develop and guide a major computer literacy program across the City.</p>	<p><b>Mayor's Education Initiative Vallay Varro</b></p>	<p>Establish partnership with MN Computers for School to provide computer equipment and technical support to Doorway Centers allowing for young people to access college access information, employment and career exploration opportunities and employment searches.</p>	<p>8 partnerships established. Community Centers also have their own programs. Hazel Park Rec Center opens up computer lab/ homework center.</p>

<p><b>Youth Workforce Preparation</b> The City will provide summer workforce training opportunities for youth in partnership with the Department of Parks, the Mayor's Office, PED and Ramsey County Workforce.</p>	<p><b>PED will lead - Readus Fletcher</b> <b>Dept of Parks &amp; Rec</b> <b>Mayor's Office</b> <b>Ramsey Workforce Solutions Dept.</b></p>	<p>The City will provide summer youth employment for 400 economically disadvantaged residents.</p>	<p>Summer Youth Job Corp 1058 youth identified as eligible for program. 2008 activity:</p> <ul style="list-style-type: none"> <li>• 1058 youth offered opportunities for employment</li> <li>• 1366 youth applied for the program</li> <li>• 745 youth employed.</li> <li>• CDBG funds set aside for year round programming.</li> <li>• Working with Genysis Works to employ 150 teens in IT position by the year 2011. 2008 employed 12.</li> <li>• 2009 funding released and is in process of youth job placement.</li> </ul>
<p><b>Customized Job Training</b> Employer Solutions, Inc (an organization owned by the Saint Paul Port Authority and Chamber of Commerce) will implement a customized job training program that will provide training opportunities for disadvantaged workers.</p> <p><b>Customized Job Training</b> PED will link St. Paul College-A Community and Technical College and businesses to create customized training programs for new and existing workers.</p> <p><b>Customized Job Training</b> The Saint Paul Area Chamber's Workforce Development Task Force has been meeting over the past five months. Its purpose is to review and organize what is being done on this issue in our community. Finally, to define for our chamber leadership a role that we can have with purpose and proven accountability to our members.</p>	<p><b>Employer Solutions - Port</b></p> <p><b>PED – Readus Fletcher</b> <b>MNSCU, St. Paul College</b></p> <p><b>Saint Paul Area Chamber of Commerce</b></p>	<p>The customized disadvantaged worker job training program will be implemented by the third quarter of 2008.</p>	<p>Upon notification from the Saint Paul Economic Development Partnership of targeted employers interested in participating, ESI will design and implement a customized job training initiative.</p> <ul style="list-style-type: none"> <li>• 2008-2010: Contracted with Regions Hospital for First Step Next Step – A Job Training Placement and Career Advancement Strategy serving 200 Regions Hospital employees over 2 years.</li> <li>• ESI Executive Director chairs workgroup for 3M site studying what industries/businesses could locate there, what job skills will be needed and target training opportunities for disadvantaged St. Paul residents for employment at the redeveloped site.</li> </ul> <p>The Saint Paul Area Chamber's Workforce Development Task Force Report will be made available Summer 2009</p>

Ramsey County Workforce Investment Board (WIB)			<p>The Ramsey County Workforce Investment Board is realigning their mission and strategy to reflect the changing economic times and the needs of our strongest and upcoming businesses. While the City of Saint Paul no longer runs a workforce program, we are actively involved on the WIB board and the efforts of this program. Updates include:</p> <ul style="list-style-type: none"><li>• Their Manufacturing Training Program will continue the training of people already in the program. However, the companies that were to provide internships and jobs are all in stand by or lay off mode, so new students placements are on hold.</li><li>• The new Healthcare Initiative will concentrate on medical billing and coding skills, which was indentified as a growing need at all levels of healthcare provision. St Paul College is also working on this curriculum. Funding for the program has not yet been determined.</li><li>• Building Lives Program received \$100,000 from the legislature to continue work with kids coming out of the criminal justice system.</li></ul>
Workforce Solutions			<p>Workforce Solutions continues to focus on employers and job seekers. In 2008, they achieved:</p> <ul style="list-style-type: none"><li>• 6,945 job placements with the business community. Of those, 4,862 were in businesses located in Ramsey County. Job seeker programs continue to result in job retention directly serving 16,586 job seekers with job-related products and services in 2008</li><li>• Workforce Solutions received \$1.7 million for youth summer and year round employment through stimulus funding. These funds must all be spent by September 30th, of this year.</li></ul>

## **DOWNTOWN REVITALIZATION**

*A vital downtown is critical to the economic health and well being of the entire City. It can be an important recruiting tool to businesses working to attract “creative class” employees. An attractive, active downtown also increases land values and the tax base.*

<b>Action Step</b>	<b>Responsible Partner</b>	<b>2008/2009 Outcome/Measure</b>	<b>Progress to Date</b>
<b>Create and Implement the Office Occupancy Plan Phase II (OSOAP)</b> The Capital City Partnership will create a matrix of action steps from the 2006 Office Occupancy plan and will coordinate the Phase II. Phase II will focus on retention of downtown tenants with leases expiring in 2008/2009 and recruitment of tenants as outlined in the Office Space Occupancy Plan.	<b>The Capital City Partnership will lead -</b>  <b>Saint Paul Area Chamber of Commerce -</b> <b>BOMA -</b> <b>PED -</b>	Phase II of the OSOAP will be created and approved by the Development Partners. The strategies will be implemented by the third quarter of 2009.	CCP will lead a discussion with Tenant Reps to find out what has changed since the 2006 Phase I Plan and to determine what components are crucial to successful building occupancy. This meeting will happen third quarter of 2009 to develop Phase II of the OSOAP. Phase II creation will depend on available funding.  PED invited DSI to Development Cabinet meeting to outline the Skyway Maintenance Plan & needed capital improvements. Completed Feb 09 .
<b>Short Term Retail Strategy*</b> The partnership will develop a short-term strategy to enhance retail vitality in conjunction with the 2008 Republican Convention.	<b>PED will lead – Ellen Muller, Natalie Fedie</b> <b>Chamber of Commerce – Michael Belaen</b>	A joint strategy was implemented in June of 2008.	The joint effort led to 19 short-term retail leases during the Republican National Convention. The program fostered a vast amount of media exposure for the downtown business community. 47% (9) out of 19 businesses extended their leases through 12/08. 42% (8) have continued leases into 2009.
<b>Downtown Facade Improvement Program</b> This program will provide funds to building owners for improvements to the facades of buildings located in the B-4 and B-5 downtown zoning districts. Funds will be available on a first come basis and will be repaid through a special assessment on the building being improved.	<b>PED - Margot Fehrenbacher</b>	By December of 2008 there will be \$2,000,000 invested in façade improvements.	17 applications received. 5 blgs. approved. 3 proceeded with improvements. Model could be repeated for priority areas/neighborhoods, dependent on funding. Program has been renewed for 2009-2010. \$900,000 in grant funds available with a single maximum application limit of \$500,000. Applications due Fall 09 with Construction and Funding following in 2010.
<b>Beautifying the Public Realm – 5th &amp; 6th Streets</b> This program is a top priority for the Planning and Economic Development Department. A strategy will be developed to increase the beautification and walkability on 5th & 6th Streets between Rice and Mears Park.	<b>PED - Ellen Muller and Margot Fehrenbacher</b>	Established this Action as one of 5 top priorities in 2009.  Initial strategy and timeline to be established by March 1, 2009	PED Staff assigned to project. Preliminary meetings occurred in Jan 09. Urban Strategies Downtown Charrette will be used as a starting point for the 5th & 6th Street Plan. Charrette will be completed by Jan 09 with the 5th & 6th St. Vision following. An Advisory Group engaged in this process and vision document is near completion. Plan will be presented to the Economic Development Cabinet June 09.

**OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES**

Action Step	Responsible Partner	2008/2009 Outcome/Measure	Progress to Date
<b>Twin Cities Community Capital Fund (TCCCF)</b> Investigate the merits of the Twin Cities Investment Fund to determine if it is a worthy financing tool for business recruitment and development.	<b>PED - Ellen Muller</b>	Evaluate the fund and contact members of the fund for reference and satisfaction opinions.	Presentation by the Fund Administrator was completed in 12/08. Reference calls completed 3/09. Recommendation for membership put on hold due to credit climate as TCCCF has slowed loans parallel with bank credit issues.
<b>Minneapolis Airport Commission (MAC)</b> Contact the MAC staff to determine if there are businesses we can recruit together for mutual benefit or development concepts that the City of St. Paul can facilitate to help grow the ancillary businesses of the commission.	<b>PED - Ellen Muller</b>	Meet with City Councilmembers to learn of opportunities and concerns in their respective wards.  Meet with MAC staff to learn of leasing opportunities, development concepts and business/ vendors /suppliers that would be a benefit to have located in St. Paul.	Met with Councilmember Pat Harris and Dennis Probst of the MAC in Dec 08. Tour Holman Field with Gary Schmidt, MAC. Learn of leasing opportunities and other possible non-flight economic development opportunities. Leasing opportunities limited to the admin building due to agreement between the community , Mayor’s Office and the MAC. PED to assist MAC with future restaurant prospects & lease.
<b>Ford Site Green Manufacturing Reuse Study</b> Participated in the RFP review, interview process and selection of consultants that submitted proposals to the City of St. Paul.	<b>PED</b>	Review proposals, select interviewees and conduct meetings to determine the best candidate for the study by Dec 08.	(4) RFPs received and reviewed. Selected (2) for interviews. Conducted interviews and made recommendation of selected consultant in Dec 08. Announcement of selection to be made public in Jan 09. Study will be completed by July 09.

**OTHER MARKETING & COMMUNICATIONS ACTIVITIES**

Marketing & Communications initiatives support the overall success of the economic development plan as well as and other programs and services provided by the Planning and Economic Development Department. Activities are coordinated with neighborhood organizations, non-profit and for-profit businesses that depend on the economic vitality of the city.

Action Step	Responsible Partner	2008/2009 Outcome/Measure	Progress to Date
<b>2009 Minneapolis Saint Paul Home Tour</b> This is the 22 <sup>nd</sup> year of the Home Tour and is a popular marketing vehicle for promoting city living and the assets of Saint Paul neighborhoods. This year the tour will feature historic and sustainable home renovations.	<b>PED – Natalie Fedie</b>	The 22 <sup>nd</sup> Annual Minneapolis Saint Paul Home Tour was held on Saturday and Sunday, April 25 <sup>th</sup> and 26 <sup>th</sup> . Saint Paul featured a record number 21homes in 6 Wards	Data on number of participants and other feedback will be released in July 09.
<b>Live Minneapolis Saint Paul</b> Live MSP is an informational and marketing program focused on growing and retaining the residential base, at all socio-economic levels, in all city neighborhoods of Minneapolis and Saint Paul. It is funded by the Family Housing Fund.	<b>PED – Natalie Fedie</b>	A comprehensive web site that promotes individual neighborhoods and the financial incentives available to homeowners was launched nationally on April 23 <sup>rd</sup> , 2009 the weekend before the MSP Home Tour.	The web site received publicity from several TV, radio and local newspapers. There were over 12,000 visitors to the web site in the first 3 weeks of the launch.

Smith Avenue Transit Center – Carpool & Energy Efficient Reduced Parking Rate Program A partnership with Impark and Smart-trips to increase the number of contract parkers at the Smith Avenue Ramp while promoting environmentally friendly activities.	<b>PED – Natalie Fedie, Gary Grabko</b>	Increase the number of monthly contract parkers as well as raise awareness of the Smith Avenue Transit Center and its amenities (i.e. location, bike lockers, access to metro transit lines)	The program was promoted to the media week of 1/12/09 as well as to businesses in close proximity to the Transit Center. Link to Smart-trip web site for more information on carpools incentives and programs. As of June 1, 2009 there are (2) Green Contracts & (3) additional prospective contracts.
---	---	--	---

\* The economic development partners recognize that it’s not possible to artificially force or “create” a market for increased downtown retail development. Over the long term, increased growth of downtown retail will be dependent upon our success in filling office space and attracting new residents to downtown. Downtown retail success will also depend upon the success of our broader revitalization strategies which include public infrastructure improvements, investments in the arts and entertainment and investments in downtown redevelopment.